

US EPA ARCHIVE DOCUMENT

## State Innovation Grant Program: NHDES Project Narrative/Workplan

**Project Title:** Encouraging Superior Environmental Performance Through Management Systems, Recognition, and Rewards.

**Applicant:** New Hampshire Department of Environmental Services (NHDES)

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**Funding Request:** \$234,120

**Project Period:** From acceptance of grant (anticipated to be in early calendar year 2006) to September 30, 2009.

### Abstract:

This document details a work plan for NHDES's project "Encouraging Superior Environmental Performance Through Management Systems, Recognition and Rewards". This project is intended to encourage systematic environmental management by organizations throughout New Hampshire for better environmental performance, within and outside of those areas traditionally regulated, and specifically addresses NHDES's intentions to establish a New Hampshire-based Environmental Leadership Program, to be similar to the United States Environmental Protection Agency's (EPA's) National Environmental Performance Track.

## Project Background

A need to achieve environmental performance beyond, and outside of, areas traditionally regulated in the U.S. is merging with concerns about persistent and emerging environmental problems to spark debate about environmental policy tools. Today, many instruments are available – from the existing traditional performance- and technology-based regulatory approaches, to innovative government programs, to new private sector initiatives such as environmental performance reporting and environmental management systems. The subject project is for NHDES to conduct several tasks and projects to use these new instruments, leading up to the development and implementation of a performance-based reward and recognition program (current working title: NH Sagamore) mirroring US EPA's National Environmental Performance Track (Ptrack).

The PTrack program, which was established in 2000, offers recognition and some tangible incentives to organizations that demonstrate consistent compliance with environmental laws and regulations and which commit to achieving specific measurable environmental benefits above and beyond that required by laws and regulations. Organizations within the PTrack program have earned their way into different relationships with the EPA (and their) states. This new relationship, in which the public receives assurances of proper environmental performance by different means than the existing enforcement-based command and control approach, can not be realized in full if it only affects the federal government – organizations are required to deal with the federal and state governments at the same time, so having both governmental levels cooperating to the extent possible is especially important here. Many states (e.g., Wisconsin, Maine, North Carolina, South Carolina, Georgia, Texas, Utah, Idaho, etc.) have similar such programs, and EPA has established a Memorandum of Agreement process to document the extent of program overlap and/or cooperation between the state and federal government.

The work described in this proposal is not limited to establishing such a program for NH; it describes several tasks designed to improve environmental management in general around the state, hopefully culminating in the design and implementation of the NH Sagamore program.

While the program herein called NH Sagamore has not been designed yet, we anticipate a three-tier program: one for “beginners” who demonstrate compliance and a willingness to perform beyond the minimums described in laws; a second which would be roughly equivalent to PTrack; and a third which would establish contracts, or covenants, for organizations that demonstrate that they can meet the goals of environmental laws through pathways not described in the current laws and regulations. Conceptually, permits may be included within this contract, but this remains to be established. Obviously, this third, “contractual”, tier involves the most thought and work and may never actually be established. Please note however, that NH Revised Statutes Annotated (RSA) Chapt. 125-c:6(a) gives NHDES's Commissioner authority to establish such agreements, within the realm of the state's air quality statutes.

We believe that the work to be carried out under this proposal would fully support EPA's *Strategy for Determining the Role of Environmental Management Systems in Regulatory Programs*, EPA's *Innovations Strategy*, and the January 2005 ECOS report *Survey of State Support for Performance-Based Environmental Programs and Recommendations for Improved State Innovation Grant Program*

*Effectiveness* to Administrator Leavitt on National Environmental Performance Track. The proposed work furthers EPA's Strategic Goals, especially Goal 5: Compliance and Environmental Stewardship.

Additionally, the work described in this proposal is contained within an identified "Area for Collaboration" in the approved *2005-2007 NHDES-USEPA Performance Partnership Agreement* (PPA), which can be found at: [http://www.des.nh.gov/ppa/pdf/FFY2005-2007PPAFinal\\_02.25.05.pdf](http://www.des.nh.gov/ppa/pdf/FFY2005-2007PPAFinal_02.25.05.pdf). The Area of Collaboration, titled "Encourage Systematic Management for Better Environmental Performance" is on page 26 of the PPA.

## Technical Approach

### Project Overview

NHDES has been working to extend the fulfillment of its mission "to help sustain a high quality of life for all citizens by protecting and restoring the environment and public health in New Hampshire" by using regulatory command-and-control methods, but also by using other tools. The work described herein is to continue this work into more sophisticated areas involving holistic and systematic environmental management. Policy-level goals of this work include:

- Increase internal and external awareness and acceptance of the value of a systematic approach to managing environmental responsibilities;
- Improve compliance with laws and regulations by helping people and organizations address those requirements in a systematic way;
- Promote and achieve better environmental performance in regulated areas (*e.g.*, air emissions, water quality, hazardous waste generation, etc);
- Promote and achieve better environmental performance in areas not traditionally regulated (*e.g.*, energy use, water consumption, habitat protection, etc); and
- Re-allocate limited agency resources based on need and risk by building a system of differentiating organizations on a performance basis.

The various tasks and projects proposed here to begin reaching those goals range on a continuum that extends from small and simple, to larger and more complex.

### Proposed Project Work Plan

This project's major tasks and timetable are outlined in the table below. It should be understood that, due to New Hampshire-specific legal requirements, "Start date" = date of the formal acceptance of the grant by the NH Governor & Executive Council, and not the date of formal EPA grant award. Note that **bolded** dates indicate a project milestone for tracking purposes.

**Table 1: Schedule of Major Project Tasks**

	<b>Task Name</b>	<b>Task Description</b>	<b>Outputs Expected</b> (Excerpted from Fig. 2)	<b>Start Date</b>	<b>End Date</b>
1	Policy	Update and publicize NHDES' policy on encouraging systematic environmental management.	Updated policy	Start Date + 30 days	<b>Start date + 90 days</b>
2	Website	Establish enhanced NHDES website resources for EMS-related information.	Updated website	Start Date + 90 days	<b>Start Date + 120 days</b>
3.1	Advisory Group established	Establish and maintain an Advisory/ Stakeholder group. Re-establishes previous group that was active in 1997–2000.	Invitation letters List of group members	<b>Group established by Start Date + 120 days</b>	Ongoing throughout grant period.
3.2	Advisory Group maintained	Maintain Advisory/ Stakeholder group. May morph into a NH Sustainable Business Roundtable. Meetings anticipated to be quarterly or tri-annual through grant period.	Meeting minutes Group's recommendations	<b>First meeting anticipated by Start Date + 150 days.</b>	Ongoing throughout grant period.
4.1	Strategy & procurement for EMS Training	With advisory group, establish strategy and procure contractor(s) for EMS training.	Strategy document (possibly within meeting minutes) RFQ/RFP for contractor Successful procurement	<b>Strategy chosen by Start Date + 6 months.</b>	<b>Contractor procured by Start Date + 12 months</b>

**Table 1: Schedule of Major Project Tasks**

	<b>Task Name</b>	<b>Task Description</b>	<b>Outputs Expected</b> (Excerpted from Fig. 2)	<b>Start Date</b>	<b>End Date</b>
4.2	Deliver EMS Training	Offer training in EMS implementation, separately for public and private sectors.	Invitations to training sessions Records of sessions & attendance lists. Survey results on: <ul style="list-style-type: none"> <li>• Organizations’ understanding &amp; use of EMSs</li> <li>• DES staff understanding of EMSs</li> <li>• Regulators’ trust of EMS-using facilities</li> <li>• Changes to DES budget &amp; staff priorities.</li> </ul>	<b>First training delivered by Start Date + 14 months</b>	<b>Training seminars completed by Start Date + 24 months</b>
5	College Curricula	Increase consideration of environmental concerns at management schools	Record of meetings with colleges	<b>Initial meetings at Start Date + 12 months</b>	<b>Check for curriculum changes at Start Date + 30 months</b>
6.1	SME Management	With advisory group, develop strategy to improve management skills in the SME sector.	Strategy to be included with, or appended to, minutes of advisory group meetings & in 1/4ly reports to EPA.	<b>Strategy established by Start Date + 12 months</b>	See 6.2, below
6.2	SME Management	Take actions, per strategy established in 6.1, to improve management skills in the SME sector.	Per strategy established above. No. of registrations & Baldrige applications.	<b>Start Date + 13 months.</b>	Anticipated to be end of grant period
7.1	Mentoring strategy	With advisory group, establish strategy to encourage larger organizations to mentor smaller ones. May include “greening the supply chain” projects, but not necessarily limited to this area.	Strategy to be included with, or appended to, minutes of advisory group meetings & in 1/4ly reports to EPA.	<b>Strategy in place by Start Date + 12 months</b>	See 7.2, below

**Table 1: Schedule of Major Project Tasks**

	<b>Task Name</b>	<b>Task Description</b>	<b>Outputs Expected</b> (Excerpted from Fig. 2)	<b>Start Date</b>	<b>End Date</b>
7.2	Mentoring activities	Implement mentoring strategy established in 7.1	Per strategy established above. Survey to check for existence & success of me	<b>Start Date + 14 months.</b>	Ongoing throughout grant period
8.1	Sagamore Design	With advisory group, design a multi-tiered Reward and Recognition Program, one tier of which would be equivalent to the existing Ptrack. Current working title "NH Environmental Sagamore Program." (NH Sagamore). Design to include entry & exit criteria.	Progress to be included with, or appended to, minutes of advisory group meetings & in 1/4ly reports to EPA. Proposal for new program to DES.	Start by Start Date + 90 days.	<b>Start Date + 12 months</b>
8.2	Sagamore Support	<ul style="list-style-type: none"> <li>a) Obtain final DES management approval to implement NH Sagamore.</li> <li>b) Write initial program "manual"</li> <li>c) Propose legislation</li> </ul>	<ul style="list-style-type: none"> <li>a) Record of approval, likely a memo to file</li> <li>b) Draft Manual</li> <li>c) Draft legislation</li> </ul>	<ul style="list-style-type: none"> <li>d) <b>Start Date + 13 months</b></li> <li>e) <b>Start Date + 18 months</b></li> <li>f) <b>Start Date + 18 months</b></li> </ul>	<b>Legislation, possibly modeled on NH RSA 125:C-6a in 2007 or (more likely) 2008 session.</b>

**Table 1: Schedule of Major Project Tasks**

	<b>Task Name</b>	<b>Task Description</b>	<b>Outputs Expected</b> (Excerpted from Fig. 2)	<b>Start Date</b>	<b>End Date</b>
8.3	Sagamore implementation	<ul style="list-style-type: none"> <li>a) Publicize program</li> <li>b) Recruit members</li> <li>c) Admit members</li> <li>d) Obtain members' performance reports</li> </ul>	<ul style="list-style-type: none"> <li>a) Copies of press releases &amp; other publicity materials.</li> <li>b) Invitation letters, record of meetings and other contacts.</li> <li>c) Record of admittance decisions, press material announcing same.</li> <li>d) Requests for reports and the reports themselves.</li> </ul>	<ul style="list-style-type: none"> <li>e) Start date + 14 months</li> <li>f) <b>Start date + 18 months</b></li> <li>g) <b>Start Date + 22 months</b></li> <li>h) <b>Start Date + 34 months</b></li> </ul>	No end date anticipated. Grant will expire while program hopefully goes on.
9	Project Reports	Quarterly and final Project Reports.	Quarterly and final Project Reports	<b>Start Date + 90 days</b>	<b>Close of the project period + 120 days</b>



The following expands on some of the above-listed tasks:

**Task 3:** All work in this project will be done not only under NHDES oversight, but also in full collaboration with a stakeholder group to be established under this Task. NHDES anticipates that this group will have participants from: business and trade groups; NH government, including elected officials; environmental organizations; and academics. Meetings, and in fact all work products in this work, will be public information and will be posted at the augmented web space anticipated in Task 2. The similar group assembled for the EPA Office of Water project titled “Voluntary EMS Program” (EPA Grant #X991076) in the late 1990s had such participation.

Public involvement processes must be robust for the proposed program to succeed. This is the custom in New Hampshire, and we expect this tradition to continue. As the proposed program in some ways represents basic changes to the more traditional/formal NHDES-regulated entity relationship, public buy-in will be essential to success. We anticipate the new stakeholder group meeting at least quarterly. Press releases will be issued. Outreach will be proactive.

It should be noted that a meeting of NH business and government leaders to discuss improved uptake of sustainability concepts is tentatively scheduled for March of 2006. NHDES anticipates using this meeting as a springboard to begin the work described here.

**Task 4:** In order to offer assistance in EMS implementation, we will:

- Seek opportunities to partner with academic institutions and business service providers in order to expand existing offerings and curricula to include the benefits of a systematic approach to environmental management. The college/university system of NH and business/management schools in the state would be targeted. This work would be supportive of a new “Virtual EMS” project currently being led by Dartmouth College and the University of NH. DES would also explore partnerships with internal and external service providers such as the New Hampshire Pollution Prevention Program, the Small Business Technical Assistance Program, Occupational Safety and Health Consultation, as well the WasteCap Resource Conservation Network, the Small Business Development Center, Manufacturing Extension Partnership, Granite State Quality Council, Sustainable Step New England, NH Businesses for Social Responsibility, etc.
- Offer several one-day, introductory seminars on Environmental Management Systems (EMSs) for several different audiences: 1) the State, including NHDES staff and other state agency representatives; 2) Regulated entities - this would likely be repeated a number of times on a sector-specific basis, and perhaps offered through trade organizations/service providers. A focus on the public sector may be desired, in which case, we should partner with the NH Municipal Association and the NH Public Works Academy; and 3) the public.

**Task 6:** NHDES’s work in the 1997 EPA Office of Water EMS project (titled “Voluntary EMS Program”, EPA Grant #X991076) was focused to some extent on small-and-medium-sized businesses (“SMEs”). In that work, we concluded that the biggest hurdle to SMEs managing their environmental affairs comprehensively was a lack of basic management skills. Essentially, if an SME does not understand “Plan-Do-Check-Act”/continuous improvement management

tools, application of those tools to environmental concerns is not possible for that SME. Therefore, NHDES will try to find ways to improve basic management skills in NH's SME sector. We anticipate that this will help this class of organizations gain access to programs like Sagamore and PTrack.

**Task 7:** "Greening the Supply Chain" projects are a current interest at EPA Region 1 and also at NHDES. While it is envisioned that the mentoring project described in Task 6 would be broader than just supply-chain relationships, we intend to use this vehicle to support supply-chain projects. It may turn out that establishing mentoring relationships outside of the supply chain is beyond our reach at this time. However, we hope that this work will leverage better performance and possible adoption of management tools by more and more organizations in New Hampshire.

**Task 8:** There are several key sub-steps in establishing the envisioned reward-and-recognition program that are described below:

- One is determining the appropriate level and mix of performance rewards and recognition, and it is expected that the proposed stakeholder group will re-visit NHDES's conclusions from its work on this subject in the 1990s and experience from the national scene since then. Because past findings indicate that there was no "short list" of effective rewards upon which all parties could agree, NHDES's current focus is on a contract-based program at the highest tier. At the time, we found that effective rewards and recognition tends to be company-specific, but we do expect that this question will be re-examined through this grant project. We hope to fold in prioritization towards agreed-upon state or regional environmental goals into this discussion.
- A key sub-step is improving the acceptance of the base concepts within NHDES. This work not only supports NHDES's proposed work, but also facilitates delivery of the already-established incentives at the federal level by EPA for Performance Track.
- It is essential that NHDES staff work cooperatively with the program offices at the state and EPA-Regional level to change goals and targets to allow work related to Performance Track and New Hampshire's program to be credited for program-specific purposes. This is absolutely necessary if NHDES is going to be able to fully deliver such incentives as EPA's "low priority for routine inspections" for members of Performance Track.
- Another important sub-step is establishing a Memorandum of Understanding/Agreement with EPA to allow maximum cooperation between Performance Track and New Hampshire's Environmental Leadership Program. One reason NHDES is interested in establishing a state program is that neither the federal, nor the state program can independently deliver a system of government environmental oversight that allows for differentiation of better "customers" and rewards and recognition of these. In fact, experience has shown that state programs founder on federal requirements, while federal programs are dependent on the states to deliver the incentives and rewards. Both complementary programs need to be in place for maximum effectiveness.
- An issue that must be addressed here, and through the work of the stakeholder group (Task 3), is maintaining fairness for Small to medium-sized Enterprises (SMEs). While there is no theoretical reason why SMEs cannot implement EMSs, they very seldom do so for a variety of institutional reasons. There may be legal barriers to giving rewards and recognitions while functionally excluding the majority of New Hampshire's private sector: the SMEs. The

potential for an SME-specific tier in NH's recognition program will be explored as part of this project. Support to the SME community on management skills in general may be what is needed.

- Currently, the anticipated program tiers are as follows: 1) a tier which is functionally equivalent to the existing Performance Track program that would have more members, and which could potentially be implemented more quickly; 2) a contract-based ("higher") tier which would have fewer members, and would take longer to implement; and 3) an "on-ramp" ("lower") tier which would help companies, particularly the SMEs, slowly gear up for the more rigorous program tiers. This approach will allow the SMEs and those larger companies that may just be starting out to slowly move up to the more rigorous tiers, while at the same time supporting a continuous improvement ethic.

**Logic Model:**

As an aid to understanding shows the relationships among project activities and major outcomes and decisions, EPA has requested a logic model diagram for the project, which is shown below:



**Table 2: Logic Model**

Resources & Partners	Activities	Outputs <i>(All activities in this column reported as a project metric)</i>	Customer Reached	Short Term Outcomes	Intermediate Term Outcomes	Long-Term Outcomes
NHDES Staff State of NH Funds	<b>Task 1:</b> Update & publicize NHDES policy on EMSs	New Policy	NHDES Staff Regulated Community Public at large	Increased awareness of EMS's usefulness & the government's approach toward them.	Changes in behavior related to improved environmental performance	Better environmental performance – more likely to be addressed in other activities further down the chart
	<b>Task 2:</b> Update & improve NHDES web space on EMSs	New web materials	NHDES Staff Regulated Community Public at large	Increased awareness of EMS's usefulness & the government's approach toward them.	Contacts to NHDES for information & training ( <i>measure</i> )	
SIG Grant State of NH Funds Stakeholder group NHDES Staff	<b>Task 3:</b> Establish & maintain advisory group	a) Group created b) Meetings held, minutes promulgated c) Recommendations made that affect future activities.	Stakeholder group, NHDES Staff, NH legislature, NH public	Group understands its purpose & mission  NHDES understands group's interests, ideas, perspectives	Members can clearly express the understanding (& acceptance) of the utility & need for a 2 <sup>nd</sup> generation environmental program in NH ( <i>report</i> )	The establishment of a 2 <sup>nd</sup> generation environmental program in NH
SIG Grant State of NH Funds Stakeholder group NHDES Staff Organizations participating in NH's program (possible) contractor	<b>Task 4:</b> Provide EMS implementation training for public & private sectors, NHDES staff	Several ½ to one-day training seminars	NHDES & other state NHDES staff Regulated community in the private & public sectors	Increase in organizations' willingness & ability to understand EMS & its benefits and to use this tool. ( <i>measure via survey</i> )  Increase in NHDES staff understanding. ( <i>measure via survey</i> )	Organizations use EMS tools more often & incorporate them into their culture. ( <i>measure via survey</i> )  Regulators more willing to trust facilities using EMSs. ( <i>measure via survey</i> )	Possible re-prioritization of NHDES resources – more likely to be addressed in other activities further down the chart ( <i>attempt to measure by tracking changes in budget and staffing</i> )



Resources & Partners	Activities	Outputs <i>(All activities in this column reported as a project metric)</i>	Customer Reached	Short Term Outcomes	Intermediate Term Outcomes	Long-Term Outcomes
SIG Grant State of NH Funds Stakeholder group NHDES Staff Organizations participating in NH's program (possible) contractor	<b>Task 5:</b> Increase consideration of environmental concerns at management schools	Meetings with NH colleges	College faculty Management students	Changes to curriculums. <i>(measure via survey)</i>	New graduates entering business fields show greater understanding of how environmental issues can be used to create value for their organizations. <i>(Measures: beyond time horizon of grant)</i>	Better economic & environmental performance – more likely to be addressed in other activities further down the chart.
SIG Grant State of NH Funds Stakeholder group NHDES Staff NH SBDC Organizations participating in NH's program (possible) contractor	<b>Task 6:</b> Improve management skills in the small business (SME) sector	A detailed strategy describing how to improve management skills in the SME sector. The nature of this strategy is TBD through stakeholder group.	SME community	Increased awareness of the utility of "PDCA" management	More SMEs use "PDCA" methods, up to & incl. ISO 9000 & 14001 registration & Baldrige <i>(Measures: (beyond time horizon of grant) - track registrations &amp; Baldrige awards)</i>	See below
SIG Grant State of NH Funds Stakeholder group NHDES Staff NH SBDC Organizations participating in NH's program	<b>Task 7:</b> Encourage mentoring activities, "Greening the Supply Chain"	Possibilities: Support for EPA Greening the Supply Chain project, strategy to encourage mentoring, "how to mentor" book	Small business community as recipients of mentoring.  Large businesses incorporating Supply Chain Greening, perhaps in procurement.	Increased awareness of the interdependency of businesses and the need to pay attention to one's supply chain's performance.	More large businesses provide advice & assistance to smaller businesses, leading to better environmental management by the smaller businesses. <i>(measure via survey)</i>	See below



Resources & Partners	Activities	Outputs <i>(All activities in this column reported as a project metric)</i>	Customer Reached	Short Term Outcomes	Intermediate Term Outcomes	Long-Term Outcomes
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SIG Grant State of NH Funds Stakeholder group NHDES Staff Organizations participating in NH's program NH Public	<b>Task 8:</b> Establish multi-tiered reward and recognition program. One tier equiv. To Ptrack	Legislation enacted. Program in place.	NHDES Staff Regulated Community Public at large  Other States, EPA regions (use as a model)	Understanding (& acceptance) of the utility & need for a 2 <sup>nd</sup> generation environmental program in NH	Establish program outline, esp'y definition of tiers, entrance & exit criteria and nature of rewards/ Recognition ( <i>report</i> ) Legislation ( <i>report</i> ) <i>(Beyond grant timeframe: Members recruited; members advancing into Ptrack from lower tiers TBD)</i>	Better economic & environmental performance <i>(measure via members' performance reports, to be equiv. to exist. Ptrack reports.)</i>
SIG Grant State of NH Funds Stakeholder group NHDES Staff	<b>Task 9:</b> Project Reports	Quarterly and final project reports	EPA staff NH legislature Public at large	Earlier reports influence conduct of project going forward.	Earlier reports influence conduct of project going forward.	Information available to influence others to do similar work.

**External Influences:**  
**State and Federal budget constraints may make project impossible.**  
**Leadership changes at appointed level may lead to changes in DES or EPA priorities.**  
**Staff 'inertia' may be impossible to overcome.**  
**Public opinion may make addition of reward-and-recognition programs to DES strategies impossible**





## Program Benefits & Outcomes

As noted, NHDES proposes to address the actions outlined above on a continuum that extends from small and simple, to larger and more complex. All of these actions are focused on the following goals for NHDES:

- Increasing internal (NHDES) and external (other state agencies, businesses, municipalities, the public) awareness and acceptance of the value of a systematic approach to managing environmental responsibilities;
- Getting improved multi-media management of environmental concerns, whether within traditionally regulated or unregulated areas, throughout the state.
- Broadening the acceptance in the business community, especially for SMEs, of the concept that good environmental performance leads to better economic performance.
- Testing new systems where the recognition and reward of “good” performance produces comparable (and measurable) results to those accomplished through punitive actions for “bad” performance, while at the same time enhancing public involvement, and giving NHDES flexibility in how it allocates limited staff resources for the essential tasks of targeting, inspecting, and enforcing within the regulated community.

### Detailed performance measures

The list of outcomes, below, above was extracted from the logic model included above as Table 2. For each of the anticipated outcomes listed below, we anticipate measuring results using the means shown in italicized. It should be understood that NHDES has explicitly chosen not to measure every outcome; rather, a choice has been made as to the most important outcomes to track and measure.

### Anticipated short-term outcomes:

- Increased awareness of the usefulness of systematic management tools, their usefulness in achieving improved environmental and economic importance, and of the government’s attitude toward these methods. Measure via survey of ‘regulated parties’ (Task 4)
- Increase in NHDES staff understanding of these tools. Measure via staff survey. (Task 4)
- Changes in college curriculums. Measure via survey of NH colleges. (Task 5)
- Understanding of the utility and need for “second generation” environmental tools that go beyond the current regulatory system as practiced in the United States. Information to be extracted out of advisory group meeting minutes and included in project reporting. (Task 3)

### Anticipated intermediate-term outcomes:



- Changes in behavior related to improved environmental performance.
- Contacts to NHDES for information and/or training. Measured/reported from mail/email records and telephone logs. (Task 2)
- Organizations throughout the state use systematic environmental management tools more often, and incorporate them into their culture. Measure via survey (Task 3)
- Organizations show greater understanding of how environmental issues can be used to create value for their organizations.
- More SMEs use the tools of management science in their operations. Measure/report via tracking ISO registrations and Baldrige Award participation. (Task 6)
- Regulators and the public begin to develop relationships with organizations that include more trust.
- A “second generation” environmental program (current working title: “NH Sagamore”), based on environmental performance, recognition and rewards, is designed for New Hampshire. Measure by reporting of decision to proceed with program. (Task 8)

#### **Anticipated longer-term outcomes:**

- Better environmental performance by organizations throughout the state. Measure via the performance reporting of organizations participating in NH Sagamore. (Task 8) It should be understood that the actual performance measures will be chosen by facilities consistent with NH Sagamore guidelines (to be established) and that the measures chosen, in addition to the actual performance reported, will be included in reports to EPA. These reports will be as similar as feasible to reporting required under PTrack.
- The implementation of a “second generation” environmental program, based on environmental performance, recognition and rewards. Measure by reporting of program implementation. (Task 8)
- Possible re-prioritization of NHDES resources. Measure via tracking of staff/budget allocations. (Task 4)

NHDES does not anticipate using statistical analysis on this data, beyond simple reporting of totals and averages (means and medians, as appropriate, medians would be used where large ‘scatter’ of a data set would make means misleading.)

#### **Transferability and Reporting**

Quarterly program reports, and a full project report, including environmental outcomes to date, will be prepared and submitted to EPA, as required. We also anticipate that this work will be disseminated through the stakeholder group, through the New England-regional environmental media organizations and the New England Governors’ Conference, and through MSWG’s and Performance Track’s networks. There will also be a press release at the final report stage, and possibly at other project milestones (e.g., filing or the passage of NH legislation). We hope that this will help build the momentum experienced around the country for adding reward-and-recognition programs to the mix of government environmental programs.

Quarterly (and the final) project report will include the following:





- A short summary of the work completed in the reporting period.
- Deliverables, outputs, outcomes, etc. completed in the reporting period.
- Description of progress on completing individual tasks and milestones reached.
- Any changes to the planned project schedule based on events.
- A look forward to the work to be done in the next reporting period.
- A summary of any revisions needed or made to the project work plan and/or QA Plan
- QA reporting as required in the project QA Plan
- Summary information of grant fund expenditures, by budget category.

### **Public Involvement**

Please see the description of Task 3, above. Beyond that NHDES would like to note the following:

Environmental justice concerns are difficult to assess for a project of this nature. Where there are such concerns in the area of a given facility or in the design of programs in general, NHDES will assure full compliance with the letter and the spirit of EPA and NHDES Environmental Justice policies. This would probably take the form of specific ad-hoc stakeholder outreach to address specific issues.

This project will help build lasting change within NHDES, and elsewhere, and will create renewed energy and focus around a cutting edge topic. The attention garnered by this project will hopefully create additional benefits not directly addressed by this proposal. For instance, this project may prove helpful in developing a proposed “Green State Initiative” for state agencies and for advancing sustainability concepts at NHDES. Refer to the DES/EPA PPA, page 26. We hope it will provide evidence that looking beyond media-specific programs can yield better results, and we are prepared to carry the message forward by consulting and/or mentoring with other states.

An additional public involvement aspect to this work is that NHDES expects that organizations participating in NH Sagamore will develop, and/or have, outreach and involvement with their public at least to the extent PTrack participants are required to.

In the mere course of building NH’s first Environmental Leadership Program, new, lasting relationships will be forged with the business community and the public, real environmental improvements will be gained in regulated and non-regulated areas, effective partnerships will be created with a diverse set of stakeholders, and a new level of two-way communications and problem-solving will be achieved, both within NHDES, and between NHDES and EPA.

### **Personnel Qualifications:**

The Project Manager, Bob Minicucci, has been involved in “second generation” environmental policy matters on behalf of NHDES since 1995. Specific experience related to the proposed



work includes: 1997 completion of a “Regulatory Barriers to the Implementation of Innovative Environmental Technologies” project; managing NH’s contribution to the Office of Water’s 1997 EMS pilot project; Environmental Management System (EMS) implementation training at several companies in NH; a leadership role (elected Secretary) in the Multi-State Working Group on Environmental Performance (MSWG - [www.mswg.org](http://www.mswg.org)); an active role as stakeholder-advocate for National Environmental Performance Track, and recent training as a Baldrige examiner (2006, NH). Bob is also the NHDES Assistant Quality Assurance (QA) Manager, and was heavily involved in the design and implementation of NHDES’s (EPA-compliant) QA system in 2000. Bob is a graduate of the Worcester (MA) Polytechnic Institute and a licensed professional engineer (NH) with more than 25 years of professional experience.

Immediate project oversight and QA duties rest with Vincent Perelli, who serves as NHDES’s QA Manager, as well as the Chief of Planning and Policy in the newly-established Planning and Innovations Section of the Office of the Commissioner. Vince has completed a 40-hour ISO 14001 Lead Auditor Course, as well as Baldrige Examiner training. He is the Secretary of NH Businesses for Social Responsibility ([www.nhsbr.org](http://www.nhsbr.org)) and holds a Masters in Resource Management and Administration from Antioch New England Graduate School in Keene, NH.

**Summary Budget Information:**

**(For Three-year project period)**

Category	Total Project Costs	Proposed State Leverage Funds	Proposed EPA Funds
Staff Salaries	\$171,553	\$ 57,194	\$114,359
Benefits	\$90,053	\$27,110	\$62,943
Travel	\$3,500	0	\$3,500
Equipment	\$1,500	0	\$1,500
Supplies	\$1,513	0	\$1,513
Services Contract	\$35,000	0	\$35,000
Other	\$9,099	0	\$9,099
Indirect	\$6,206	0	\$6,206
<b>TOTAL:</b>	<b>\$318,424</b>	<b>\$84,304</b>	<b>\$234,120</b>

The proposed State leverage funds listed represent non-federal, in-kind, staff salaries and benefits which will be used to help carry out this project. Various forms attached to this narrative show the proposed budget in greater detail.